

Week Five – Develop Strategies

Once an agency identifies a workforce gap, it needs to develop and implement effective strategies to fill the gap. Critical gaps should be analyzed with care to ensure that timely action is taken before these gaps become a problem for the organization.

A wide range of strategies to address future gaps and surpluses exists. Strategies include the programs, policies, and practices that assist agencies in recruiting, developing and retaining the critical staff needed to achieve program goals.

Strategies can fall into the broad categories of:

- **Position classification actions**, redefining title series, adding new job classifications, reallocating job classes, and rewriting position descriptions to better reflect future functional requirements.
- **Staff development strategies** to prepare employees for specific positions, titles, or occupations.
- **Recruitment/selection strategies** to find and hire qualified candidates from various sources to include other agencies or the private sector.
- **Retention strategies** to encourage employees to stay in the agency.
- **Organizational interventions** such as redeployment of staff or reorganization.
- **Succession planning strategies** to prepare to ensure that there are highly qualified candidates capable of filling critical positions.
- **Knowledge transfer strategies** to capture the knowledge of experienced employees before they leave the agency.

Strategies should be kept to a manageable number. They should be prioritized to allow an agency to focus its resources on the most important strategies first. In addition, there are several factors that influence which strategy or which combination of strategies should be used. Some of these factors include, but are not limited to, the following:

- **Time** – Is there enough time to develop staff internally for anticipated vacancies or new skill needs, or is special, fast-paced recruitment the best approach?
- **Resources** – The availability of adequate resources will likely influence which strategies are used and to what degree, as well as priorities and timing.

- **Internal depth** – Does existing staff demonstrate the potential or interest to develop new skills and assume new or modified positions or is external recruitment needed?
- **In-demand competencies** – What competition exists for future competencies that are needed? Will the agency need to recruit for these competencies or develop them internally?
- **Workplace and workforce dynamics** – Do particular productivity and retention strategies need to be deployed to address workplace climate issues (e.g., employee satisfaction levels), workforce age, diversity, personal needs, etc.?
- **Job classifications** – Do the currently used job classifications and position descriptions reflect the future functional requirements and competencies needed?

Seek:

- Efforts by the agency's senior leaders to build teamwork and reinforce a shared vision for eliminating the workforce gap.
- Agency alignment of performance management with goals in action plan.

Tips:

- Involve all levels of agency employees in the action planning process.
- Define performance criteria and appropriate measures for evaluation.
- Coordinate with the groups responsible for formulating the budget.

Next week will address implementing strategies for gaps and surpluses.

For additional information concerning strategic planning, please visit our website at: [Kentucky: Personnel Cabinet - Kentucky Government Agency Strategic Plans and Progress Reports](#)

Develop Strategies

To develop strategies to address the workforce gaps, prioritize the most pressing needs. Consider:

- Which workforce gaps can be handled in a routine way with a minimum commitment of resources?

- Of the remaining workforce needs, what is the benefit of addressing each?

- What would be the impact of not addressing each?

- Based on the benefits and impact identified above, what is the relative priority of each of the needs?

- Have you received executive input in setting priorities?

Once you have established the priorities for addressing the workforce gaps, identify appropriate strategies:

